

## **Appendix VIII-1**

### **SWOT Analysis Workshops**

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis for Racine County was conducted with the Multi-Jurisdictional Advisory Committee in May 2007, and two additional workshops were conducted during public informational meetings in the fall of 2007. SWOT analysis is a strategic planning tool used to assess a community's current assets and liabilities and to identify trends or events that might affect its future, as perceived by community stakeholders. At each workshop, meeting participants first discussed the community's current and potential resources and challenges as a large group. Then, when appropriate, participants were asked to prioritize the top three issues in each element. Results from these workshops, set forth in Figure VIII-1, helped to identify community concerns and to guide the development of the comprehensive plan's goals and objectives.

## Appendix VIII-1




### Figure VIII-1

<ul style="list-style-type: none"> <li>• Improved inter-governmental cooperation</li> <li>• Proximity to interstate</li> <li>• Water resources</li> <li>• Location (proximity to Lake Michigan, Chicago &amp; Milwaukee)</li> <li>• Outstanding farmland</li> <li>• Some good school systems</li> <li>• Wide variety of housing types and affordability</li> <li>• Public and private organizations that create, develop and take advantage of opportunities</li> <li>• CATI/SBDC</li> <li>• Parks, open spaces and inland lakes</li> <li>• Good government</li> <li>• Major industries (e.g. S.C. Johnson's)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Rural character</b></li> <li>• <b>New businesses in the County</b></li> <li>• <b>Quality of people</b></li> <li>• <b>Good schools</b></li> <li>• <b>Good fire/rescue services</b></li> <li>• Natural resources</li> <li>• Access to medical care</li> <li>• Good roads</li> <li>• Location</li> <li>• Good recreational opportunities</li> <li>• Broad range of housing</li> <li>• Young, educated people</li> <li>• Good jobs</li> </ul>	<ul style="list-style-type: none"> <li>• People</li> <li>• Opportunities in Downtown Racine (revitalization)</li> <li>• Beach</li> <li>• Diversity (land uses, people, industries)</li> <li>• Proximity and access to large metro areas (Milwaukee and Chicago)</li> <li>• Abundant fresh water</li> <li>• Good mix of urban and rural</li> <li>• Strong work ethic</li> </ul>
<h2 style="margin: 0;">STRENGTHS</h2>		
<ul style="list-style-type: none"> <li>• <b>Perceived crime in inner city</b></li> <li>• <b>Lack of funding for redevelopment projects</b></li> <li>• <b>Too much unemployment</b></li> <li>• Certain types of development pressures</li> <li>• School system</li> <li>• Element of bad behavior creating costs (e.g. graffiti, vandalism)</li> <li>• Lack of infrastructure along the I-94</li> <li>• Proximity to Chicago and Milwaukee</li> <li>• Air quality</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Traffic congestion</b></li> <li>• <b>Lack of affordable housing for seniors, including assisted living</b></li> <li>• <b>Loss of agricultural land, business, and character</b></li> <li>• <b>Increased crime/violence and accidents</b></li> <li>• <b>Lack of activities for youth</b></li> <li>• <b>Lack of municipal code enforcement</b></li> <li>• Too much road construction</li> <li>• Too many new subdivisions</li> <li>• Lack of jobs and industries</li> <li>• Impacts of large, big-box retail on quality of life and economy</li> <li>• Flood control problems</li> </ul>	<h2 style="margin: 0;">WEAKNESSES</h2>
<ul style="list-style-type: none"> <li>• Lack of industry</li> <li>• Lack of trained, educated labor force – good work ethic, but unskilled and low education levels – unemployability of residents</li> <li>• Lack of transportation options</li> <li>• East vs. West mentality (including government)</li> <li>• Need for new industries in the east</li> </ul>		

SWOT analyses were conducted at two Racine County Multi-Jurisdictional Comprehensive Plan public informational meetings and an MJAC meeting. Issues in **bold** were identified as top priorities in the County.

Figure VIII-1 (continued)

<ul style="list-style-type: none"> <li>• Smart growth – every community is trying to grow constructively – conscious planning</li> <li>• Trying to maintain quality of life while developing</li> <li>• Racine County Economic Development Corporation working to bring businesses to Racine County</li> <li>• Strengthening economic ties to Milwaukee and Kenosha</li> <li>• Park system</li> <li>• Ability to brand Racine image for good quality of life</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Find mutually beneficial balance between rural and urban uses</b></li> <li>• <b>Legislature back in control of state departments, especially the Dept. of Natural Resources</b></li> <li>• <b>Preserve and restore existing housing</b></li> <li>• Room for controlled/planned growth</li> <li>• Charter towns</li> <li>• More activities for seniors and children, including transportation</li> <li>• Develop alternate energy sources</li> <li>• Improved public transit (e.g., from east to west)</li> <li>• Flood plain areas identified and addressed</li> <li>• More recreational and retail opportunities</li> <li>• More affordable health care</li> <li>• Intergovernmental cooperation</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Commuter rail</b></li> <li>• <b>Cooperative services between neighboring municipalities</b></li> <li>• <b>Good leadership</b></li> <li>• Planning — Smart Growth</li> <li>• Developable lands</li> <li>• Expansion of Abbott Labs</li> <li>• Commercial development surrounding County</li> <li>• Ability to attract industries</li> <li>• Land conservation</li> <li>• Redevelopment of downtown areas</li> <li>• Expand parks and bike trails to connect with other counties, creating a bike network</li> <li>• Community events (e.g., triathlons, hot rods, Chocolate Fest)</li> </ul>
<p><b>OPPORTUNITIES</b></p>		
<p><b>THREATS</b></p>	<ul style="list-style-type: none"> <li>• <b>Higher taxes</b></li> <li>• <b>Elimination of rural character</b></li> <li>• <b>Increase in crime — perceived and actual</b></li> <li>• Loss of water tables</li> <li>• Reduced water quality</li> <li>• NR-115 (Wisconsin shoreland zoning regulations)</li> <li>• Loss of tax base through annexation</li> <li>• Change in family lifestyles</li> <li>• Loss of retirees due to housing</li> <li>• Loss of local control</li> <li>• Elimination of the family farm</li> <li>• Lack of community participation</li> <li>• School safety</li> <li>• Desire of other US regions for Great Lakes water</li> <li>• Brain Drain</li> <li>• Increased invasive species and plants</li> <li>• Increased higher education costs</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Loss of farmland</b></li> <li>• <b>Runaway health care costs</b></li> <li>• <b>Ability to maintain services within budget</b></li> <li>• <b>Job-Population mismatch</b></li> <li>• <b>Threats to the water table</b></li> <li>• <b>Lack of public education and awareness</b></li> <li>• Loss of young professionals (brain drain)</li> <li>• Over-development</li> <li>• Resistance to change</li> <li>• Generation gap</li> <li>• Strong dependence on automobiles</li> <li>• Problems with road maintenance and development</li> </ul>
<ul style="list-style-type: none"> <li>• Perception that Racine is unsafe</li> <li>• Perception that Racine is a dying community</li> <li>• Attractiveness of Kenosha County's development drawing attention away from Racine County</li> </ul>		

-  Ives Grove Complex, Village of Sturtevant (09/21/07)
-  Waterford Public Library, Village of Waterford (09/12/07)
-  Racine County Multi-Jurisdictional Advisory Committee (05/17/07)